2021

September

Annual Information Technology Report
A Modern Workplace

The modern workplace continues to evolve through disruption as well as planned events. Worldwide events like COVID-19, and the continued digitization of our lives, have drastically impacted how we work. As consumers, we have all experienced new services and products that were only imagined before, and that now are expected.

COVID-19 aside, government organizations have been slower to embrace disruptive changes. Technology can inform and enable our decisions as we move into a new IT service environment. Our changing workplace will require both dedicated investments and focused leadership.

Ours is the department that won first place in the national Digital Counties survey for counties with 500k-1M residents in 2019, and placed 3rd in 2020 and 2021.

A dedicated focus on continuous improvement continues to enable us to execute on our mission. Our staff is highly experienced, and the county IT infrastructure is strong and well managed. These are foundational elements for our ability to deliver on our initiatives identified in our strategic plan.
Customer and Workstation Services

We equip, maintain and support county workstations and standard software tools. We take pride in providing:

✓ IT strategies that enable communication and promote partnership
✓ Reliable wired/wireless network & remote access to county data and systems
✓ Scheduled updates of workstations through our Technology Replacement Program
✓ Reliable support via our integrated Service Portal

- 3,765 workstations
- 4,547 email accounts
- 3,328 phone lines
- 10,734 support phone calls
- 16,128 number of tickets
- 4.75 out of 5 customer satisfaction survey result
- 1,204 laptops deployed to mobile the county workforce

GIS, Data Analytics & Reporting

Graphic information system data transformed into information that enables better informed business decisions for the county enterprise.

- Productivity software and tools
- Recurring support and maintenance
- Tier 3 support
- Governance services
- 503 supported data layers
- 8.6 gigabytes of GIS data
- 545 gigabytes of aerial data

Applications

Enterprise applications are those that benefit our entire county organization and are considered critical to successful operations. Examples include Finance, Payroll, Tax, Web, and Training. Our team supports these critical applications by providing incident response, maintenance, enhancements, upgrades/patching, system administration & configuration, system integration & reporting, data analytics & business intelligence.

- 147 lines of business applications
- 26 number of enterprise applications

Enterprise Technology

We deliver, maintain and support County infrastructure as a service (IaaS), instant messaging, telephony, video conferencing, cyber security, backup, disaster recovery, and overall operational integrity.

- Technology infrastructure and integrity
- Platform services
- Telephony infrastructure and carrier administration
- Enterprise cyber security
- 650 terabytes of production data
- 1.5 petabytes of data
- Network and connectivity
- Disaster recovery
- 12,877 phishing emails stopped
- 12,921 firewall threats stopped
- 80 networked facilities
- 99.9% service availability

Enterprise Records & Business Solutions

Many of our service functions are required by county code, and deemed essential, in nature. These include a variety of specialized professional and administrative services. Our services include conversion of paper and microform records into electronic searchable formats, archive records management, production copy and printing, mail processing and distribution, IT procurement & financial planning, contract negotiation & maintenance, and software licensing compliance.

- 184 managed IT contracts
- 3,998,290 documents digitized
- 2,916 records requests processed
STRENGTHS

- Recognized by peers as a consistent National Award-Winning IT Department at Digital Counties/National Association of Counties (NACo)
- Retention of talented and motivated staff with deep knowledge
- Supportive County leadership of focused strategic vision and plan for the next 3 years
- Development of a sustainable rate model that focuses on consumption
- Provide flexible and adaptable team/workforce that adjusts to shifting demands
- Fostered a continual disciplined operational model following an ITIL framework
- Strong budget and financial management

WEAKNESS

- Manage backlog of requests - insufficient staffing level and positions for some IT services
- Data management capabilities are limited
- Leverage additional capabilities and functionality in our IT Service Management Tool, Easy Vista
- IT and HIPAA Policy management is a challenge to keep up to date on
- Manage modern development solutions with stretched resources
- Support services including modernizing IT portfolio with decreased staff levels

OPPORTUNITY

- Pursue strengthen IT communities and governance to bridge decentralized model
- Implement annual technology replacement program (TRP) for business and enterprise applications
- Strengthen data management, privacy management, policies, procedures and practices
- Broaden communication to departments about IT contributions and value-added services
- Intensify user adoption of technology through education opportunities
- Seek out proactive sourcing and alignment of business requirements with current and future technical enterprise solutions and services

THREATS

- Continuous add of technology without adding support staff
- Manage technical debt - cost of rework caused by choosing easy solutions to go faster or fit multiple solutions into a single "enterprise" solution which don't align with requirements
- Missing core IT functions related to project management and business analysis are forcing managers to own this work reducing their strategic and team management focus
- Distributed decision makers related to IT and Technology solutions
- Lack of disciplined architectural programs across infrastructure, data and applications
2021-2024
Information Technology Strategic Plan

VISION
Simplify the life of Snohomish County residents and employees through technology.

MISSION
Perfect every time to provide direct customer value by establishing a core set of priorities that align with customer and county needs.

GUIDING PRINCIPLES
Customer Focused
People Focused
Technology and Innovation Focused
Accountable

INITIATIVE

INITIATIVE #1
Civic, Resident and Community Engagement
Through county IT solutions and services, the public will have additional access to information, tools, and have a better understanding of how to best engage with various county departments, offices, and courts

INITIATIVE #2
Portfolio Modernization
Modernize and simplify the county technology portfolio across devices, applications, vendors, and infrastructure

INITIATIVE #3
Security, Privacy and Data Protection
increased expectations require the County to be ready to deliver and receive digital information and services anytime, anywhere and on any device. It must do so safely, securely, and with fewer resources

INITIATIVE #4
Data Management
As Snohomish County expands its digital footprint exponentially, data creation must be tied to coordinated plans for access, retrieval, retention, and protection. Data created every day directly affects the lives and future of our residents, while also creating the County’s history. Through active data management, we serve not only today’s residents, but those yet to come, ensuring critical business data is organized, readily accessible, and preserved

INITIATIVE #5
Digital Workplace
Snohomish County workforce depends on digital solutions to provide services to residents and employees. This will require a continued emphasis on building, buying and implementing solutions that support the ability to work in a digital and paperless environment

INITIATIVE #6
Digital Government
To continue building for the future of Snohomish County the Department of Information Technology must lead the effort to create a Digital Government strategy that fosters innovation, improves data and the quality of services delivered to the residents and employees of Snohomish County

INITIATIVE #7
Workforce Development
Leverage IT capabilities to create a simple, secure, and seamless work experience for the Snohomish County workforce. Grow the IT skillsets to support initiatives

INITIATIVE #8
Innovation
As one of the fastest growing counties in the nation IT leads the identification and adoption of innovative practices and technologies to support our residents and employees
Breakdown of IT work

2021 IT PROJECT LOAD BY SERVICE TEAM

Q1 Average Project Load  Q2 Average Project Load  Q3 Average Project Load

YEAR OVER YEAR IT PROJECT LOAD

2021 IT PROJECT PRIORITY

2021 IT TICKET LOAD BY SERVICE TEAM

NOTE: doesn’t include documents digitized, USPS mail pieces processed or print orders received and fulfilled

Q1 total support portal tickets opened  Q2 total support portal tickets opened  Q3 total support portal tickets opened

Cust. Wrks (José)  Ent. Services (JD)  Security (Tim)  GIS Analytics (Ed W)  Apps (Dave B)  Contracts, Assets & Acquisitions (Joanie)  OCIO (Sr. Leaders)  Unassigned

Total Critical IT Projects  Total High IT Projects  Total Moderate IT Projects  Total Standard IT Projects  Total Low IT Projects

2021 IT PROJECT LOAD BY SERVICE TEAM

Q1 total support portal tickets opened  Q2 total support portal tickets opened  Q3 total support portal tickets opened

Cust. Wrks (José)  Ent. Services (JD)  Security (Tim)  GIS Analytics (Ed W)  Apps (Dave B)  Contracts, Assets & Acquisitions (Joanie)  OCIO (Sr. Leaders)  Unassigned

0 50 100 150 200 250

Cust. Wrks (José)  Ent. Services (JD)  Security (Tim)  GIS Analytics (Ed W)  Apps (Dave B)  Contracts, Assets & Acquisitions (Joanie)  OCIO (Sr. Leaders)  Unassigned

0 50 100 150 200

Cust. Wrks (José)  Ent. Services (JD)  Security (Tim)  GIS Analytics (Ed W)  Apps (Dave B)  Contracts, Assets & Acquisitions (Joanie)  OCIO (Sr. Leaders)  Unassigned

0 1,000 2,000 3,000 4,000 5,000 6,000 7,000
### Information Technology Fund 505

<table>
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<tr>
<th></th>
<th>Actual 2020</th>
<th>Adopted 2021</th>
<th>Requested Budget 2022</th>
<th>Projected 2023</th>
<th>Projected 2024</th>
<th>Projected 2025</th>
<th>Projected 2026</th>
<th>Growth Rate</th>
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<td><strong>REVENUES:</strong></td>
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<td>Intergovernmental Revenue</td>
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<td>1,462,290</td>
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<td>Disposition of Assets</td>
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<tr>
<td>Transfers In</td>
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<td><strong>REVENUE TOTAL</strong></td>
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<td><strong>EXPENDITURES:</strong></td>
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<td>Salaries and Wages</td>
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<td>Other Services and Charges</td>
<td>5,971,454</td>
<td>7,276,723</td>
<td>7,913,949</td>
<td>8,309,646</td>
<td>8,725,129</td>
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<td>Technology Replacement Transfer</td>
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<td>1,673,813</td>
<td>2,063,865</td>
<td>2,023,765</td>
<td>2,251,265</td>
<td>2,318,803</td>
<td>2,318,803</td>
<td>per Plan</td>
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<tr>
<td>Intergov Svc &amp; Other Interfund Pymts</td>
<td>1,942,511</td>
<td>1,673,813</td>
<td>2,063,865</td>
<td>2,023,765</td>
<td>2,251,265</td>
<td>2,318,803</td>
<td>2,318,803</td>
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<td>Capital Outlays</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>Interfund Payments for Services</td>
<td>2,029,856</td>
<td>1,991,651</td>
<td>2,104,684</td>
<td>2,252,012</td>
<td>2,409,653</td>
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<td>2,758,811</td>
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<td><strong>EXPENDITURE TOTAL</strong></td>
<td>$22,027,898</td>
<td>$23,453,656</td>
<td>$25,282,805</td>
<td>$26,282,681</td>
<td>$27,601,219</td>
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<td>Anticipated Under-Expenditure</td>
<td>296,823</td>
<td>316,714</td>
<td>330,104</td>
<td>344,105</td>
<td>358,746</td>
<td>374,061</td>
<td>1.50%</td>
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<td><strong>FUND BALANCE:</strong></td>
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<td></td>
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<tr>
<td>Increase (Decrease) In Fund Balance</td>
<td>(59,014)</td>
<td>(554,443)</td>
<td>316,714</td>
<td>325,680</td>
<td>56,096</td>
<td>(65,578)</td>
<td>(132,951)</td>
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<td>Information Services Fund Balance</td>
<td>$1,758,191</td>
<td>$1,193,747</td>
<td>$1,510,461</td>
<td>$1,856,142</td>
<td>$1,892,237</td>
<td>$1,826,660</td>
<td>$1,693,709</td>
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<td><strong>Fund Balance as % of Revenue w/o Interfund Transfers</strong></td>
<td>8.0%</td>
<td>5.3%</td>
<td>6.0%</td>
<td>7.0%</td>
<td>6.9%</td>
<td>6.4%</td>
<td>5.7%</td>
<td>n/a</td>
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</table>
## Information Technology Fund 315

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
<th>Budget 2021</th>
<th>Requested Budget 2022</th>
<th>Projected Budget 2023</th>
<th>Projected Budget 2024</th>
<th>Projected Budget 2025</th>
<th>Projected Budget 2026</th>
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<tbody>
<tr>
<td>Intergovernmental Revenue</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>(2,712,708)</td>
<td>$ 350,000</td>
<td>$ 350,000</td>
<td>$ 350,000</td>
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<td>Taxes</td>
<td>$ 350,000</td>
<td>$ 350,000</td>
<td>$ 450,000</td>
<td>$ 719,219</td>
<td>$ 350,000</td>
<td>$ 350,000</td>
<td>$ 350,000</td>
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<tr>
<td>Charges for Services</td>
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<tr>
<td>Misc. Rev</td>
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<td>80,687</td>
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<td>(5,414,117)</td>
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<td>Other Financing Sources</td>
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<tr>
<td>Proceeds from Long Term Debt</td>
<td>4,930,000</td>
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<tr>
<td>TRP Transfer In</td>
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<td>1,942,511</td>
<td>1,673,813</td>
<td>2,023,981</td>
<td>2,023,785</td>
<td>2,151,265</td>
<td>2,318,803</td>
<td>2,318,803</td>
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<tr>
<td>Transfers In</td>
<td>880,000</td>
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<td></td>
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<tr>
<td>REVENUE TOTAL</td>
<td>7,972,153</td>
<td>7,872,988</td>
<td>7,226,813</td>
<td>(2,712,708)</td>
<td>2,972,785</td>
<td>2,601,265</td>
<td>2,686,803</td>
<td>2,586,803</td>
</tr>
</tbody>
</table>

## EXPENDITURES

| Salaries and Wages                | -           | 20,578      |             | 120,659               |                       |                       |                       |                       |
| Personnel Benefits                | 4,306       |             |             |                        |                       |                       |                       |                       |
| Supplies                          | 1,300,237   | 1,302,331   |             | 8,504,907             |                       |                       |                       |                       |
| Other Services and Charges (Plus Aumentum) | 326,947   | 154,365     | 335,000     | 552,963               | 551,400               |                       |                       |                       |
| Intergov Svc & Other Interfund Pymts |             |             |             |                       |                       |                       |                       |                       |
| Capital Outlays                   | 326,259     | 209,575     | 8,876,813   | (6,834,659)            | 3,775,104             | 2,874,898             | 2,340,695             | 2,505,616             |
| Interfund Payments for Services    | 9,343       |             |             | (88,713)              |                       |                       |                       |                       |
| EXPENDITURE TOTAL                 | 1,934,758   | 1,592,880   | 4,318,813   | 4,289,104             | 2,874,898             | 2,340,695             | 2,505,616             | 2,505,616             |

## FUND BALANCE CHANGE

| Revenues, Less Expenditures       | 5,987,395   | 690,218     | 8,090,368   | 2,309,000             | (1,967,339)           | 1,073,731             | 238,108               | 165,187               |
| Information Services Assigned Fund Balance | $ 10,403,210 | $ 11,084,128 | $ 8,994,128 | $ 6,549,128 | $ 4,634,788 | $ 4,360,155 | $ 4,598,262 | $ 4,763,449 |
| Fund Balance as % of Revenue w/o Interfund | 178.7% | 257.2% | 196.8% | -289.7% | -1321.9% | -1245.8% | 1313.8% | 1361.0% |
| Transfers                         | 0.000       | 0.000       | 0.000       | 0.000                 | 0.000                 | 0.000                 | 0.000                 | 0.000                 |
| FTES                              | 2,030,158   | 2,115,164   | 2,050,858   | 2,058,988             | 2,505,968             | 2,569,988             | 2,569,988             | 2,569,988             |
| REVENUES                          | 815,000     | 112,707     | 191,719     | 2,055,765             | 2,055,765             | 2,325,206             | 2,278,803             | 2,518,803             |
| Transfers in represent TRP transfer from Fund | 1,848,337 | 1,942,511 | 1,673,813 | 2,023,984 | 2,023,785 | 2,151,265 | 2,318,803 | 2,318,803 |